

September 30, 2003

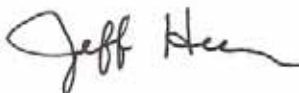
Subject: Recommendation for Mr. Adil F. Dalal

To whom so ever it may concern:

I am the Vice President of Operations for Stryker Endoscopy, a division of Stryker Corporation, a leader in medical devices. Mr. Adil Dalal has worked for Stryker Corporation from December 1994 to September 2003. Adil was with Stryker Instruments until 2001. At Instruments, he successfully led several strategic and acquisition projects. He led and managed the transformation of the entire Instruments division to Demand Flow manufacturing. I was very impressed with the results and I invited Adil to implement Demand Flow Technology at the Endoscopy division in October 2001.

Adil performed exceptionally and made the complex project of implementing DFT across our division look very easy. He helped create detailed functional specifications and designed comprehensive hands-on training workshops and personally trained the entire Operations on the fundamentals of DFT. Under his guidance, we developed our very own software to manage inventory. He was very thorough and undertook the challenge of optimizing implementations using advanced simulation modeling. He worked very closely with various teams, consultants and Managers and Supervisors of 4 different business Units and successfully converted Endoscopy division to Flow by 2002. By implementing flow manufacturing, we have seen incredible results such as inventory reductions, overtime cost reductions, labor cost reductions and top quality manufacturing processes and material handling systems. These incredible results would have been impossible to achieve without Adil's advanced knowledge and experience in flow technology. Adil is financially astute and negotiated price breaks of over \$350 K with consultants and completed this project approximately \$ 400,000 below budget. I strongly and enthusiastically recommend Mr. Adil Dalal. He will add a lot of value to whatever he undertakes with his range of knowledge and superior logic and strategic thinking. Please feel free to contact me if you have any questions.

Sincerely,



Jeff Heer, Vice President of Operations
Stryker Endoscopy